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ABSTRACT

Both participants in the Ontario Camp Leadership Center at Bark Lake and their sponsoring organizations agreed on the benefits of the leadership development experience and enthusiastically endorsed the program. Researchers conducted a 19-question telephone survey of 202 program participants and a 32-question survey of 40 sponsors and 20 non-sponsors to determine the impact and value of the 3-week summer sessions in leadership training for young men and women aged 16-18. Sponsors thought the intense program helped participants develop a variety of interpersonal and leadership skills. Although most sponsors wanted more timely information, they felt the program benefited their organizations, the youth themselves, and the community at large. They intended to continue sponsoring participants. Participants enjoyed the program's challenges, felt they gained significant and enduring leadership skills, and thought the Bark Lake program was outstanding among leadership programs. Because participants were the program's best advertisement, non-sponsors missed the opportunity to learn about the program. Most non-sponsors did not send participants because of inconvenient timing or scheduling conflicts. Important elements of the successful program were the emphasis on personal orientation, the focus on leadership, the exposure to new people and ideas, and the facilities. The telephone questionnaires are appended. (SB)

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EVALUATION REPORT

OF THE ONTARIO CAMP LEADERSHIP CENTRE AT BARK LAKE

Prepared For

The Ministry of Tourism and Recreation

June, 1982

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EXECUTIVE SUMMARY

- ON THE BASIS OF THESE STUDY RESULTS IT MUST BE CONCLUDED THAT BARK LAKE* IS SUCCESSFULLY MEETING ITS OBJECTIVES.

- THE ONTARIO CAMP LEADERSHIP CENTRE AT BARK LAKE IS VALUED BY BOTH THE YOUTH WHO ATTEND AND THE ORGANIZATIONS WHICH SPONSOR THEM.

- THE PRIMARY REASON FOR SPONSORING A YOUTH TO ATTEND BARK LAKE IS TO BUILD ON THEIR DEVELOPING LEADERSHIP SKILLS.

- THE SPONSORS' SELECTION OF YOUTH RESULTS IN THE ATTENDANCE AT BARK LAKE OF YOUTH WHO ALREADY DISPLAY SOME DEGREE OF LEADERSHIP SKILLS.

- BOTH THE SPONSORS AND THE YOUTH INDICATE THAT THERE IS CONSIDERABLE DEVELOPMENT OF THESE SKILLS AS A RESULT OF THE BARK LAKE PROGRAM.

- BOTH SPONSORS AND YOUTH HAVE SIMILAR VIEWS OF THE BARK LAKE PROGRAM: THEY REGARD IT AS "FUN, USEFUL, EXCITING, PRACTICAL AND SUPPORTIVE". THEY DO NOT VIEW IT AS BEING "TOO POWERFUL" (AN EXPERIENCE), CONFUSING, TOO CRITICAL, PARTY-LIKE, AUTHORITARIAN OR NON-DIRECTIVE".

- MOST SPONSORS INDICATED THE PROGRAM IS DEFINITELY WORTH THE COST AND EFFORT IN TERMS OF BENEFITS TO:

    - THE YOUTH'S PERSONAL DEVELOPMENT
    - THE GENERAL COMMUNITY
    - THEIR OWN SPONSORING ORGANIZATION

- SPONSORS VIEW BARK LAKE AS SUPPLEMENTING THEIR OWN LEADERSHIP PROGRAMS IN THAT BARK LAKE

    - IS MORE FOCUSSED ON PERSONAL AND LEADERSHIP DEVELOPMENT
    - HAS BETTER FACILITIES
    - EXPOSES THE YOUTH TO NEW PEOPLE AND IDEAS

- THE MAJORITY OF SPONORS INTEND TO CONTINUE SPONSORING YOUTH TO BARK LAKE.

* ONTARIO CAMP LEADERSHIP CENTRE, BARK LAKE

- SPONSORS WOULD LIKE TO RECEIVE MORE INFORMATION FROM THE MINISTRY ABOUT BARK LAKE, AND TO RECEIVE IT AT DIFFERENT TIMES DURING THE YEAR.

- SPONSORS WERE GENERALLY VERY ENTHUSIASTIC AND SUPPORTIVE OF THE PROGRAM.

- PARTICIPATING YOUTH REGARD BARK LAKE AS A VERY SPECIAL AND UNIQUE EXPERIENCE: THEY WERE INITIALLY SOMEWHAT AWED BY THE CHALLENGES THE PROGRAM CONFRONTED THEM WITH, BUT CAME TO REALIZE THEY COULD MEET THESE DEMANDS. THEY ENJOYED THE EXPERIENCE IMMENSELY AND ARE VERY ENTHUSIASTIC ABOUT THE PROGRAM.

- MANY OF THE PARTICIPATING YOUTH HAD OTHER OPPORTUNITIES FOR LEADERSHIP TRAINING. HOWEVER, THE MAJORITY OF THESE YOUTH IDENTIFIED BARK LAKE AS THE MOST SUCCESSFUL LEADERSHIP EXPERIENCE THEY HAD. REGULAR CAMP WAS IDENTIFIED AS THE SECOND MOST SUCCESSFUL.

- PARTICIPATING YOUTH FELT THAT BARK LAKE LEADS TO SIGNIFICANT CHANGES IN THE WAY THEY DEAL WITH OTHERS, AND REPORT THAT THESE CHANGES HAVE BEEN ENDURING.

- THE PARTICIPATING YOUTH CONSTITUTE THE MAJOR SOURCE OF INFORMATION WHICH GETS BACK TO SPONSORING ORGANIZATIONS ABOUT THE BARK LAKE PROGRAM.

- NONSPONSORING ORGANIZATIONS ARE NOT AS WELL INFORMED ABOUT BARK LAKE AS THEY THINK THEY ARE. THEY MISS MUCH OF THE INFORMATION WHICH MIGHT BE CONVEYED BY YOUTH RETURNING TO THEM AFTER BARK LAKE.

- MANY NONSPONSORS FELT THEIR ORGANIZATION MIGHT BENEFIT FROM BARK LAKE BUT FELT THAT DIFFICULTIES IN SCHEDULING STAFF REPLACEMENTS WAS A MAJOR OBSTACLE.

- NONSPONSORING ORGANIZATIONS IN THE SURVEY WERE MORE LIKELY TO BE DAY CAMPS AND HAD A MUCH LARGER AVERAGE NUMBER OF STAFF THAN THE SPONSORING ORGANIZATIONS (92 vs 49, RESPECTIVELY).

I. INTRODUCTION

What is Bark Lake?

The Ontario Camp Leadership Centre at Bark Lake provides leadership and physical skill development to young adults during the summer months. The Centre, open from the beginning of May until mid October of each year, offers five sessions annually. Three of the sessions concern physical skill development while the remaining two sessions, each of three weeks' duration, deal with leadership development. This study deals solely with the leadership training component of the program.

Young adults are sponsored to attend Bark Lake by various groups across the province of Ontario. For the three week duration young men and women aged 16-18 are placed in groups of 18 members each. The staff work in pairs (male and female) with these groups to help them understand the impact of their leadership abilities on others and to further develop their leadership skills. The intention is that the staff act as facilitators and are referred to as Resource Counsellors.

These Resource Counsellors are expected to help facilitate a learning experience capable of effecting both a short and longer term impact on the graduates in terms of:

a) counselling skills transferable to the sponsoring organization;

b) a greater awareness of social interactions with other camp counsellors, other agency staff, and campers, and;

c) a better understanding of the social skills required in one's life and their impact on others.

II. EVALUATION OBJECTIVES

The general purpose of the present evaluation is to address the following issues:

a) the extent to which the educational experience is valued by and has impacted upon the individuals who have participated in the program (participants); and

b) the extent to which the sponsors who employ the participants value the experience for their young people.

The leadership centre at Bark Lake is an innovative program that has potential for broadly based impact. Therefore, it requires an evaluation approach which explores a variety of potential impact areas, from the perspective of both the participants and the sponsors.

III. APPROACH

The evaluation objectives are met by using a three-part approach.

A. Documentation Review

Material and data available from the program and from the Ministry of Tourism and Recreation were collected and reviewed (i.e. Bark Lake pamphlets, descriptions of program objectives, written notices from participants, parts of camp manuals, etc.). The evaluators also spoke with the Director of the Bark Lake leadership program about its goals, content and objectives.

B. Focus Groups

Two focus groups were conducted, each consisting of 10-12 people. One group was composed of Participants and the other of Sponsors.

The Participant group was composed of an equal number of males and females. The participants were drawn from those who had attended the program over three different years, so that the discussion would not be biased with respect to any particular year's activities.

In a comfortable and informal atmosphere, the group leader described to the participants the purpose of the study and what was expected of them in the group. Various questions were raised for discussion and any interesting and relevant responses were noted by the observer. Some questions used to stimulate discussion were as follows.

- o What do you feel you were taught in terms of leadership and other social skills?
- o How did it help you deal with the campers in your own sponsoring camp?
- o In what way do you feel the experience was beneficial or not beneficial to you?
- o Was Bark Lake worthwhile or a waste of time?

The Sponsor group was similar to the Participant group in terms of being informal, having diverse representation, and having a group leader and observer. All sponsors who took part in this group were at the Director level, as they have the major input in their organizations' policy formation. Many of the issues discussed related to the sponsors' definition of leadership, how participants were chosen, the impact of Bark Lake on the participants and the impact of the participants on the sponsoring organization.

Both the documentation review and the focus groups provided the evaluators with an overview of the relevant issues from the perspective of both participants and sponsors. This overview allowed the evaluators to then develop a detailed survey format to conduct telephone interviews with a larger number of respondents.

C. Telephone Interviews

1.0 Description of Participants, Sponsor and Nonsponsors

A total of 262 interviews were conducted. Three groups were studied:

- o Participants -- youth who attended the program;
- o Sponsors -- those organizations/camps that have sponsored participants in the last five years (Sponsors); and
- o Nonsponsors -- those organizations that could have participated but had not attempted to do so during the last five years.

The survey represented 202 Participants, 40 Sponsors and 20 Nonsponsors.

2.0 Pre-testing

Four experienced, highly trained interviewers conducted these interviews. Prior to finalizing the questionnaire a sample of twelve participants and sponsors were telephoned in order to pre-test the survey instrument. The interviewers took notes on the following potential problem areas:

- o questions that seemed unintelligible to the respondents;
- o terms that appeared ambiguous;
- o questions that lent themselves to irrelevant interpretations.

A subsequent meeting of the evaluation team led to suggestions for various changes. These suggestions were discussed with Ministry officials. A final form of the survey was developed which eliminated any difficulties identified in the pre-test.

Copies of the actual survey instruments are included in Appendix A.

3.0 Introductory letter

To enhance both the credibility of the study and to increase the response rate, an introductory letter was sent by the Ministry to all prospective Sponsors and Nonsponsors. The letter contained a brief explanation of the purpose of the study, introduced the study team from the Applied Research Consulting House, and indicated the approximate time of the requested interview. The letter also stated that only a few minutes of their time was required and their participation would be greatly appreciated.

This approach was very successful in that all Sponsors and Nonsponsors who were contacted agreed to participate.

4.0 Verification

On completion of the entire interview procedure a reliability check was conducted. This was done to determine the degree of confidence one may have in the interview results. This involved a call back of 10% of the respondents (Sponsor, Nonsponsor and Participants) and a repeat of two of the interview items. One item was attitudinal and the other factual. Interviewers verified each other's calls, rather than their own. The results indicate 88% agreement amongst the Sponsors/Nonsponsors and 90% agreement amongst the Participants.

IV RESULTS

A. Sample Characteristics

These results are based on the responses to the surveys presented in Appendix A. While there are some minor redundancies in the open ended responses, these have been included for purposes of completeness. Table 1 presents some of the sample characteristics. There were roughly equal proportions of male and female respondents in each group, with the NonSponsors least likely to be represented by a female Director. The types of organizations involved also show a similar distribution, with Overnight Camps being represented most frequently in all three groups.

The Nonsponsors had the highest percentage of Day Camps. While the sample (4 out of 20) is too small to speculate, it may be worth considering whether there is something unique about Day Camps that would make them less likely to sponsor youth to attend Bark Lake than Overnight Camps.

The ages of the youth served by these organization are also similar, with the Sponsors identifying a higher, upper limit than the others.

Another interesting point regarding the Nonsponsors is that their staff size was almost twice that of the Sponsors, on average.

When Participants were asked how they came to apply to Bark Lake, the majority (73%) indicated they had been invited by their Sponsors. Many of these youth (69%) had worked as Camp counsellors prior to attending Bark Lake.

The majority of both Sponsors (85%) and Nonsponsors (100%) had their own leadership training programs.

Table 2 indicates the age distributions of Participants and the year they attended Bark Lake. Most youth were 16 or 17 yrs. old and, as planned, there was the same percentage of youth from each of the last three years.

Table 3 indicates that most of the Sponsors had been recent sponsors, although a few had not done so since 1978.

Table 1

Sample Characteristics

N=	Sponsors 40	Nonsponsors 20	Participants 202
% Female	47	40	51
Type of Organizations			
Overnite Camp	65%	65%	77%
Community Youth Prog.	15%	10%	12%
School	10%	-	4%
Parks & Rec	8%	-	3%
Day Camp	2%	20%	3%
Ages of Youth Worked With	7.5-19.5 yrs	8-15 yrs	8.5-14 5 yrs
X # staff in Youth Component of Organization	49	92	
Who Initiated Application?	73%	-	27%
Have Own Leadership Program	85%	100%	

Table 2

Participant Characteristics

Age 15 yrs. old	2%
16	64%
17	29%
18	5%
Year Attended Bark Lake	
1979	33.2%
1980	33.7%
1981	33.2%

Table 3

Most Recent Year in Which

Organizations Sponsored Youth

Year	Per cent
1978	2.5
1979	5.0
1980	10.0
1981	55.0

B. Sponsors' Reactions to Bark Lake

1.0 Differences Between Bark Lake and Own Organization

Although the majority of Sponsors had their own leadership programs, they felt Bark Lake offered something more than they could provide.

Comments were made by 75% of the Sponsors to the open-ended question regarding the differences between Bark Lake and their own organization. These differences can be summarized in the following categories:

- o Differences in Learning;
- o Differences in Facilities;
- o Differences in Access to People and Ideas.

Examples of sponsors' comments are as follows:

1.1 Differences in Learning

- o Learn by doing at our camp; learn more about themselves at Bark Lake;
- o Bark Lake teaches more leadership, more objective, more prepared to assess young people;
- o Bark Lake is more theoretical with lectures, goes into greater depth;
- o Bark Lake supplements our program by teaching more of how to handle people;
- o Bark Lake is more personalized and individualized; personal strength is developed more within the individual at Bark Lake than within the community;
- o Our camp's focus is more on job training than Bark Lake; we're better at crafts than Bark Lake.
- o Bark Lake is more theoretical; our camp is learning by doing, i.e. working with children;
- o Bark Lake is characterized by peer leadership, more group interaction and is more democratic than most situations;
- o Bark Lake adds to knowledge and abilities; gives them overall leadership necessary for life.
- o More time is spent on teaching skills;
- o Bark Lake is less camp counselling training and more oriented to skill development and interpersonal relationships;
- o Bark Lake has total leadership emphasis.

1.2 Differences in Facilities

- o Bark Lake has tremendous facilities, staff, personnel;
- o Bark Lake has better facilities (e.g. sailing) and more concentration on leadership; the ultimate in a camp situation;
- o More freedom, coed;
- o Allows a broader range of activities;
- o Bark Lake has additional facilities, expertise and cooperation; wider range of outdoor skills with more rigorous training.

1.3 Differences in Access to People and Ideas

- o Bark Lake gives opportunity to interchange with other staff and therefore provides another perspective;
- o Young people get new ideas from other camps at Bark Lake;
- o Bark Lakes prepares them for private camp participation; our camp is a different type of setting;
- o Bark Lake has a pooling of ideas from different camps, thus preventing isolation basic to community camps.
- o Bark Lake is more concentrated, covers more areas and presents all types of situations they might encounter.

1.4 Summary of Differences Mentioned by Sponsors

- o 43% of Sponsors who commented feel that Bark Lake is more theoretical and focuses more on interpersonal relationships;
- o 30% of Sponsors who commented feel that Bark Lake has a better and a wider range of facilities and expertise;
- o 20% of Sponsors who commented feel that a new perspective is provided for the youth at Bark Lake because of access to new people and ideas.

2.0 Reasons for Sponsorship

The most important reason for sending someone to Bark Lake is to build on their already evident leadership skills. Sponsors also feel it is important to keep talented youth within their organizations, and, to some extent, to build good community citizens. However, they do not feel that there is any desire to get certain youth "out of their hair". And they do not generally send youth to Bark Lake solely as a reward for being good workers. Table 4 summarizes these reasons.

2.1 "Other Reasons" for Sponsorship

Comments were made by 71% of the Sponsors to the open-ended question regarding "other reasons" for sponsorship. These reasons may be summarized as follows:

- o Peer Leadership - 42%
- o Additional Skills - 27%
- o Personal Growth - 26%
- o Information - 7%

Some examples of Sponsors' comments are as follows:

- o provides an opportunity to interact and share with other leaders in a new environment;
- o peer leadership leads to a broadening of horizons;
- o to augment our own training program;
- o personal growth for its own sake;
- o attaining information about the workings of Bark Lake.

3.0 Sponsors' Perceptions of Bark Lake's Impact on the Participants

The Sponsor's perceptions of the participants abilities before and after they attended Bark Lake are presented in Tables 5 and 6. Table 5 indicates that the Sponsors selected for sponsorship, youth whom they felt had already demonstrated some ability in providing ledership to others. Many of the participants were perceived by the Sponsors as having "partially evident" leadership skills prior to attending Bark Lake.

Table 4

Percentage of Sponsors Endorsing
Various Reasons for Sponsoring Youth

Reasons for Sponsorship	Degree of Importance Not	Somewhat	Very
Building on leadership skills	0%	25%	75%
Keeping talent in organization	18%	30%	53%
Building good community citizens	10%	53%	38%
Train youth with little leadership skills	58%	33%	10%
Reward for being a good worker	58%	38%	3%

Table 5

Sponsors' Ratings of Skills Which Were

"Partially Evident"

Before and After Bark Lake

Skills	Skills "Partially Evident" Before Bark Lake	After Bark Lake
Initiate Ideas	84%	32%
Accept Responsibility	47%	30%
Exhibit Enthusiasm	51%	25%
Make Mature Decisions	74%	30%
Work Well With Peers	59%	25%
Work Well With Staff	68%	32%

Table 6

Sponsors' Ratings of Skills Present to a "Marked Degree"

Before and After Bark Lake

	Skills Present to a "Marked Degree"	
	Before Bark Lake	After Bark Lake
Initiate Ideas	13%	68%
Accept Responsibility	50%	70%
Exhibit Enthusiasm	46%	75%
Make Mature Decisions	21%	70%
Work Well With Peers	31%	75%
Work Well With Staff	24%	68%

Table 6 indicates that most Sponsors felt that the Participants had further developed these skills from the Bark Lake program. All skills were rated as being present to a "Marked Degree" much more often after Bark Lake, than before. Skills which were generally only "Partially Evident" before the program (Table 5), showed a substantial improvement after Bark Lake (Table 6).

3.1 "Other Leadership Skills" Taught

Many (43%) of the Sponsors identified "additional leadership skills" in response to the open-ended question. One Sponsor stated that Bark Lake was able to make the young people aware of their own abilities, thereby allowing them to compare their own abilities with those of other leaders. Perhaps this stemmed from the "introspective ability" that these Sponsors attributed to the program at Bark Lake. These cognitive and introspective abilities may be related to what one Sponsor referred to as the youths' "ability to shine as an individual". In addition, two Sponsors mentioned that the young people learned "a sense of community" and the ability to be "group oriented". Two other Sponsors mentioned that the young people learned leadership in the physical aspect of camping. And one Sponsor mentioned the "ability to appreciate nature". Finally, six Sponsors (35%) felt tht the young people's self-confidence could be attributed to Bark Lake. One Sponsor explained the youth's ability to be confident as follows: "I have had the training and should be able to do all this attitude".

3.2 Leadership Skills Not Provided at Bark Lake

Comments were made by 26% of the Sponsors to the open-ended question regarding skills not provided at Bark Lake, but which they felt should be taught. These skills may be summarized into the following categories:

1. teaching techniques -- 66%

2. methods for dealing with special need children -- 20%

In the words of the Sponsors, leadership skills that were not taught at Bark Lake and which should be provided are:

- o administrative and organizational skills;
- o ability to organize material into a lesson plan;
- o initiating ideas and using imagination;
- o working with the handicapped
- o strengthening individual counselling skills'
- o more concrete principles emphasizing moral guidelines/ want youth to be reasonable disciplinarians;
- o camping; sports and crafts.

4.0 Length of the Program

Most (83%) of the Sponsors felt that the length of the leadership program at Bark Lake was "just right".

5.0 Sponsor's Perceptions of What Bark Lake Is Like

The Sponsors' description of Bark Lake clearly indicates their positive feelings about the program (see Table 7). They regard it as "fun" and "exciting" but with all the "practical" and "supportive" elements necessary for a "useful" program. Undoubtedly, they respect the programs contents and do not feel that is in any way "party like". The data in Table 4 indicate that the young people were not sent to Bark Lake simply as a reward for being good workers. This finding is further supported by the fact that the Sponsors did not view the program as "party like". Many (40%) of the Sponsors responded with additional terms that they felt were "very much like Bark Lake".

Most (80%) of the additional comments were positive, but 20% were negative. The positive comments reveal the Sponsors appreciation of Bark Lake as:

o an enriching experience

o a challenging experience

o an educational program

In the words of the Sponsors, other positive terms/comments which are "very much like Bark Lake" are as follows"

- enlightening
- vibrant
- sincerity of leaders
- encouraging
- valuable
- enthusiastic
- broadening
- helps refine skills
- affirming of skills
- fellowshiplike/strong ties
- encouraging self-reliance
- encouraging group interdependence
- utilizes peer pressure to achieve results

The negative comments reveal a distrust of theoretically oriented programs.

In the words of the Sponsors, other negative terms/comments are:

- have reservations about over expensive facilities
- too process oriented
- the theory and sensitivity training operates without a program structure, therefore, it is difficult to fit into a structure back at camp.

Table 7

Sponsor's Perceptions of What Bark Lake Is Like

Characteristic	% Answering Very Much Like
Fun	83%
Useful	78%
Exciting	68%
Practical	65%
Supportive	60%
Unique	55%
Intense	40%
Non Directive	5%
Authoritarian	0
Party-like	0
Too Critical	0
Confusing	0
Too Powerful	0

6.0 Cost Effectiveness

The Sponsor's overwhelmingly positive responses to the skills developed by Participants and their application of these skills indicates that the program was worthwhile from the Sponsor's perspective. This is made even more evident by the material presented in Table 8.

The majority of Sponsors (80%) felt that Bark Lake was definitely worthwhile in terms of the benefits to both the youth involved, and to the community. Relatively fewer Sponsors (56%) indicated that the program was definitely worth the effort in terms of a return to their organization. However, it should be noted that an additional 33% of the Sponsors felt that Bark Lake was "probably" worth the effort in terms of their own organizations.

These results suggest that there is an element of alturism on the part of the Sponsors, and this could be considered in any future promotion of the program.

Additional indications of the program's cost-effectiveness in the eyes of the Sponsors are available. The majority of the Sponsors (93%) felt that when the youth returned to their organization they applied their skills "well" (53%) or "very well (39%). Similarly, 93% felt that it was "important" (42%) or "very important" (51%) to their organization that the youth apply their newly developed skills in the organizational setting. Finally, 51% of the Sponsors felt that the experience at Bark Lake influenced the sponsored youth to remain with their organization for a longer period of time than would otherwise have been the case.

These positive responses led 75% of the Sponsors to indicate that they will "definitely" continue to sponsor youth from their organization to attend Bark Lake.

7.0 How Well Do the Sponsors Know Bark Lake?

These findings indicate that the Sponsors are generally well informed about the Leadership Program at Bark Lake. In addition, it appears that the young people are the major informants; they are providing their Sponsors with most of the information about the program. In essence, the young people are doing a form of public relations for Bark Lake.

This becomes evident by examining the material below.

Most of the Sponsors (80%) personally felt "well informed" (41%) or "very well informed" (40%) about the leadership program at Bark Lake. However, only 63% felt their organization was well informed about Bark Lake. Most of these organizations (93%) did not send someone to attend the information service or open house held at Bark Lake each year. And only 53% stated that their organization formally requested information about Bark Lake. However, 93% of the Sponsors claimed that when the youth return from Bark Lake, someone engages them in a discussion about their experience and its impact on them. This was confirmed by 75% of the Participants, who reported that their Sponsors involved them in a disussion about their experience and its personal effects on them, when they returned from Bark Lake.

Table 8

Per-cent of Sponsors Who Felt the Program Worthwhile

Definitely Worth the Cost and Effort...	"Definitely Yes"
- for the self development of the youth	80%
- in terms of the returns to the organization	56%
- in terms of its general contribution to the community	80%

Most of the Sponsors (85%) found the Leadership Assessment/Feedback forms on each participant either "mostly" or "very useful". Most (83%) were also satisfied with the length of time it took to receive the participants evluation form.

8.0 Sponsors' Additional Comments About Bark Lake

Many of the Sponsors (73%) made additional comments about Bark Lake. These additional comments may be summarized as follows:

- o concerns about information and the Open House (45%)
- o general positive comments (37%)
- o critical observation and discussions (18%)

8.1 Concerns About Information/Open House

- o should not have to apply for information; each year material should automatically go out to those who sponsored the year before;
- o "Not enough information is provided/evaluations should be more in-depth";
- o "All sponsors should be in possession of manuals and overall content for the purpose of recruitment";
- o "Need more information about the basics of the camp agenda";
- o Need more information/Mailing list should be instituted for those organizations in smaller municipalties";
- o "Information should come to Ottawa in February and March annually". More information about open house needed";
- o Open house is too far to go; information about Bark Lake is not sent early enough".
- o "Need more information about program/Did not know about open house";
- o Directors of camps should know more about the program so they could determine curriculum and who could benefit from it";
- o "The government's promotion of alternative leadership programs should always be by referral to camp directors";

The issue of Public relations is summed up by one sponsor who claimed "I don't know if it is up to them to promote it or up to us to find out ourselves".

Two sponsors mentioned that it should be conducted at <u>different times</u> than the summer.

8.2 General Positive Comments

- o useful and stimulating for kids;
- o excellent facilities/fosters self-esteem;
- o general enough to train kid for most areas of leadership/gives kids feeling of self-worth;
- o important contribution;
- o have seen significant personal growth of young people over the years;
- o has a wonderful reputation;
- o Bark Lake is very cooperative with our organization; any time we have a problem we call Bark Lake and they provide us with a solution;
- o continue it/kids will pass the skills on;
- o ideal for a novice organization that is unable to afford it. The fact that there is an opportunity to go to Bark Lake is an incentive to stay in the regular camp program;
- o We appreciate our role with it and its benefits;

8.3 Critical Observations and Suggestions

- o Should examine age requirements and go by school level, i.e. grade 10's should be able to attend;
- o no real difference in the students when they come back. They learned nothing they could apply at our own organization;
- o over-expensive facilities which wastes taxpayers money;
- o "The assesment pattern is to rate the level of assertiveness; kids are pushed to take on leadership roles and then are criticized for being too assertive. Kids take evaluations very seriously and are often hurt by this assessment";
- o "The reports are bland as they use a lot of words without saying anything. The endorsement form is an exercise in futility/a more direct assessment is needed".

C. Nonsponsors' Reactions to Bark Lake

Many of the Non-sponsors characteristics are presented in Tables 1. Nonsponsor organizations tended to have more staff than Sponsor organizations and to include more Day Camps.

1.0 Nonsponors Knowledge/Views of Bark Lake

Most (85%) of the Nonsponsors have never sponsored a youth to attend Bark Lake. Although 80% felt that they were aware of what the program is about, the present data suggests that this awareness is more perceived than actual. For example, 45% of the Nonsponsors felt the selection criteria was too rigid but 50% did not know about the selection criteria. Half of the Non-sponsors felt the program did a good job of teaching leadership skills, but the other half acknowledged they did not know if the program did a good job.

The majority (70%) of the Nonsponsors felt Bark Lake could assist their own program, but 67% also felt it was not worthwhile to free up a counsellor to send to Bark Lake. Only 15% of the Nonsponsors have ever sponsored a youth to attend Bark Lake. This unwillingness to send people to Bark Lake cannot be explained by the fact that 100% operate their own leadership program, as most (85%) of the Sponsors do so as well. Nor can this unwillingness be explained by any negative comments heard about Bark Lake (only 10% had heard comments which "put them off"), nor by the coed nature of Bark Lake (only 5% felt a coed camp was inappropriate).

Since much of the feedback about Bark Lake received by the Sponsors is from the youth upon their return, the fact that nonsponsors have no returning youth means they miss out on some very enthusiastic and supportive feedback. Even the Sponsors indicated that other means of becoming informed about Bark Lake were inadequate, thereby leaving the nonsponsors with no ready or complete avenue to gain clear information about the benefits of the program.

Many (85%) of the Nonsponsors made additional comments and these are presented below.

2.0 Timing and Staff Conflicts

- o Timing Conflict; would like to send 50 counsellors but need them during season/Spring and fall sensible time to send people;
- o not practical to send campers during summer;
- o this camp has government grants therefore, it is not feasible to get staff away for 3 weeks. Enjoyed the Bark Lake 4 day program for supervisory staff and suggest that for young adults;
- o most staff are volunteers and at the time Bark Lake takes place some may not be recruited/difficult to send someone for 3 weeks;
- o being a small camp it is difficult to free someone up for 3 weeks.

3.0 Have Own Leadership Program

- o Several (30%) Nonsponsors mentioned that they have their own leadership programs geared to their needs, philosophy and clientele. This group felt that it would be more beneficial to send kids from camps who needed the program and did not have one of their own.

4.0 General

- o Go to directors workshop each year/sending someone this year and feel positive about it.

- o Use a lot of graduates of Bark Lake as counsellors.

D. Participants' Reactions to Bark Lake

A summary of some Participant characteristics are presented in Table 1. Most had been camp counsellors prior to attending Bark Lake and most were sponsored by an overnight camp.

The Participants who attended the focus group run early in the study were extremely enthusiastic about Bark Lake and the effect it had on their lives. The survey data from the 202 Participants confirmed this position regarding the youths' reactions to the program.

1.0 Skills Developed at Bark Lake

Table 9 indicates the Participants' views of how much they developed various skills at Bark Lake. The majority (over 50%) of Participants felt they had developed 8 of the 13 skills listed "a great deal". Skills most likely to be developed were "listening to others", "developing group consensus" and "organizing and planning activities for others". Skills least likely to be developed were "placing demands on others", "helping others overcome conflict", and "clarifying personal values".

A few (18%) of the Participants mentioned "other skills" Bark Lake helped them develop. The majority of these comments elaborated on the previously mentioned skills or summarized them in some way.

These comments related to:

- o Social skills - 40%

- o Applied skills - 35%

- o Individual and Introspective Skills - 25%

Participants' descriptions of these skill areas are provided below:

Table 9

Participants' Views of the Extent to

Which They Developed Various Skills

Skills Developed	Extent of Skill Development "Not At All"	"To Some Extent"	"A Great Deal"
Listening to others	7%	24%	68%
Developing group consensus	8%	25%	67%
Organizing and planning activities for others	5%	30%	64%
Expressing my ideas to others	9%	29%	62%
Increasing self confidence	12%	30%	58%
Accepting/tolerating individual differences	11%	33%	56%
Helping others get involved in a group	13%	32%	55%
Making oral presentations	15%	31%	54%
Placing groups interests above self interests	14%	39%	47%
Accepting one's own mistakes	25%	30%	45%
Clarifying personal values	21%	40%	39%
Helping others overcome conflict	26%	39%	36%
Placing demands on others	38%	45%	17%

1.1 Social Skills

- o communication
- o respect for the individual
- o getting along with people
- o interacting with others
- o friendship
- o developing different perspective on people and befriending older people
- o awareness of people's needs (learned reactions of people to the disabled as there was a C.F. person in the cabin)
- o working with new people
- o talking openly with everyone
- o gaining respect with strangers
- o group interaction

1.2 Applied Skills

- o teaching
- o instructor abilities
- o coordinating programs
- o developed imagination for program planning
- o leading
- o running a group and gaining their confidence in your teaching abilities
- o organization and logical approach to problems
- o coping with kid and their behavioural problems
- o taking an authoritarian role in a group
- o leadership
- o planning
- o resourcefulness

1.3 Individual and Introspective Skills

- o expressing self
- o self-awareness
- o finding your position in a group
- o self-understanding
- o motivation
- o developing a positive outlook on life
- o making self-demands
- o revealing weaknesses and learning balance between aggressiveness and assertiveness

2.0 Participants' Perceptions of What Bark Lake Is Like

Table 10 summarizes the Participants' views of Bark Lake. They see the program as "useful", "exciting", and "practical". Although many regard it as "fun", it is not viewed as "partly like", indicating that the learning takes place in an enjoyable but serious atmosphere. Participants do not view the experience at Bark Lake as "too powerful", "confusing", or "too critical", indiating that they both appreciate the direct personal feedback and are able to make good use of it in their personal development. While these results parallel those of the Sponsors (see Table 7), more Participants than Sponsors tend to view Bark Lake as "unique".

Table 10

Participants Perceptions of What Bark Lake is Like

Characteristics	Percent Answering "Very Much Like Bark Lake"
Fun	90
Useful	88
Exciting	86
Practical	71
Supportive	71
Unique	82
Intense	42
Non directive	22
Authoritarian	8
Party-like	8
Too critical	2
Confusing	3
Too powerful	0

3.0 Other Terms Which are "Very Much Like Bark Lake"

Comments were made by 30% of the Participants to the open-ended queston regarding other terms which are "very much" like Bark Lake. These may be summarized as follows:

- o Enthusiasm with the Program - 40%
- o Learning Experience - 25%
- o Content Description - 13%
- o Total Feeling of the Program - 12%
- o Negative comments - 1%

3.1 Enthusiastic Comments

Fantastic, novel, interesting, unforgettable, wonderful, satisfying, amazing, special, invigorating, uplifting, fantastic, rewarding, excellent, challenging.

3.2 Learning Experience

Growing experience, educational, knowledgeable, informative, enlightening, eye-opening, reflective, helpful for assessing situations, "teaching responsibility and directing energy away from yourself/will help you if you help yourself"
"Bark Lake leaves you to your own devices/it pushes you"

3.3 Content Comments

Organized, tight schedule, concentrated, structured, to the point, in-depth.

3.4 Comments Related to the Total Feeling

Sense of community, family-like, emotional, "huggy" and open, friendly and easy, democratic, comforting.

3.5 Negative Comments

"Scary"/"Not sure what to do"
"Overly philiosphical"
"too hurried"

4.0 Reaction to Resource Counsellors

The vast majority of Participants (89%) indicated they found their Resource Counsellors to be "very helpful".

5.0 Participants' Views of Bark Lake's Impact on Them

Most Participants (90%) felt that Bark Lake changed them, and most (85%) also felt that these changes have endured "until now". Table 11 indicates that participants felt they dealt with a broad range of people differently after their experience at Bark Lake. Peers and other camp staff were mentioned by most participants (86%). Family members were mentioned least often (45%).

When asked about "other groups" they dealt with differently, 65% mentioned "children", c[illegible] campers".

6.0 Participants' Use of Bark Lake Assessment Form

Only 32% of Participants indicated they used Bark Lake's Assessment Form when they subsequently applied for a job. However, almost all (94%) of these Participants felt that the use of Forms helped their job application.

7.0 Other Opportunities to Develop Leadership Skills

Participants were asked if they ever had other opportunities to develop leadership skills, and if so, how these experiences compared with Bark Lake.

A total of 84% of Participants had other opportunities to develop leadership skills, primarily through regular camp and school (see Table 12).

The specific types of community groups mentioned can be divided into three groups:

1. YMCA/YWCA
2. Girl Guides/Boy Scout
3. Other Community Groups

The specific other community groups mentioned are as follows:

- Bands and Orchestras
- Rotary Exchange Program
- Children's Aid
- Young People's Theatre
- Youth Camping Group
- Outers Club
- Junior Farmers
- Job Working with the Handicapped
- Family and Child Services
- Ministry of Agriculture
- Ontario Camping Leadership Conference
- Teaching canoeing and archery
- Red Cross Swimming
- Works co-ordinator
- Forest Rangers
- Royal Canadian Air Cadets
- Katimavik Government program
- Ministry of Agriculture
- United Way Ontario
- Music Leadership Camp
- Council Conferences
- Life in General
- Simulated Business
- Working in General
- Family Service
- Spectrum Camp/Hincks Clinic for underpriviledged kids

Table 11

Groups Dealt With Differently
After Bark Lake

Groups	Percent Participants Indicating They Dealt with These Groups Differently
Peers	86
Staff	86
Adults	58
Family	45

Table 12

Percent of Participants Who Had Other Leadership Opportunities

Source	Percent of Participants
Regular Camp	57
School	32
Community Group	24
Other Groups	15
Family	7

Regarding these alternative opportunities, 70% of the Participants felt that Bark Lake was the most successful in teaching them leadership skills. Roughly half of the Participants who did not feel Bark Lake was the most successful ledership training opportunity identified regular camp as "most successful". Bark Lake was identified as the "second most successful" opportunity for developing leadership skills by 54% of Participants. Thus, Bark Lake was considered most successful in the development of leadership skills and regular camp was a respectable second.

The material above indicates that regular camp is considered a viable alternative for leadership training by many Participants. If Bark Lake wants to increase its perceived superiority in the field of leadership training, it must clarify to all potential sponsors its advantages over regular camp. In order to distinguish itself, Bark Lake might emphasize the fact that some camps saw themselves as less sophisticated in various areas. Sponsors mentioned that Bark Lake gave a more in-depth training program that provided more theoretical and introspective training for the young people. The latter type of training was said to increase the personal strength of the young people. Sponsors mentioned that Bark Lake had a wider range of facilities that allowed the young people to experience the "ultimate in a camp situation". Finally the oportunities to interchange with other young staff and their ideas, was considered important. This pooling of ideas was seen as a unique opportunity for the young people to gain an alterntive perspective and new ideas.

In summary, Bark Lake could promote its uniqueness by emphasizing its differences in learning, facilities and exposure to new ideas and people.

8.0 Spontaneous Comments

Participants tended to be very enthusiastic about the program and made many spontaneous comments at the end of the interview. These comments may be summarized as follows:

- o Reactions to Intensity - 20%
- o Applied Skills Developed - 20%
- o Interpersonal Skills Developed - 20%
- o Relating to and Meeting People - 20%
- o Enthusiasm - 20%

Actual samples of these comments in the words of the Participants themselves, are provided below.

- was intimidated in beginning/felt better later
- intense and painful growing experience (interacting with other groups)
- takes you away from normal life and makes you think about your own and others actions/Needs 2-1/2 weeks to reflect on and appreciate experience/supports you subconsciously and works its way into you

- only people with a positive attitude can learn from this intense experience
- unique in its provision in a time apart from everything to look at yourself realistically/time had stopped for 3 weeks/difficult to communicate experience to others
- when so compacted hard to apply to home life
- intensity and probing should be worked up to; evaluation is difficult to accept in the initial stages of the program
- learned to relate to people within the same group and tolerate differences/great to improve your outlook on life
- helped me relate better to older and younger people/age of Resource Counsellor good but they could give more direction
- helpful for becoming a counsellor/points out how to do things right before you do things wrong.
- made many friends to keep in touch with
- learned how to control situations, delegate authorities/helped in school debates
- everyone should experience it who is going to deal with the public
- good for relating to others and building self confidence
- develop listening skills, trust and ability to relate to people and overcome shyness
- taught me honesty/openness
- helped to understand people and your own faults
- restrained and too close knit as a group/wanted to develop as an individual
- developed independence
- in life you learn leadership skills. Bark Lake highlights them and brings them out
- rewarding experience
- broadening experience
- released inhibitions/feel I can do things I never would have thought I would
- lasting experience
- should be advertised in the schools

V. DISCUSSION

The Leadership Training Centre at Bark Lake is clearly an effective program in the eyes of the Youth who attend the program and the Sponsoring organizations who support their attendance. The overwhelming majority of youth who participate, and sponsors, are not only positive about the program, but also very enthusiastic.

From the Sponsors' perspective they felt the program at Bark Lake helped the youth they sponsored to develop a variety of interpersonal and leadership skills, which were then well applied back in their own organizations. Sponsors felt the Bark Lake experience supplemented and extended whatever leadership training they themselves might have provided the youth. The Sponsors appreciated the intensity and focus on leadership training that was possible at Bark Lake, and that such an intense focus is necessary to make an impact in such a short time.

While acknowledging the benefits of the Bark Lake graduates to their own organizations, the Sponsors felt the program was even more beneficial to the youth themselves and to the community in general. They viewed the skills taught at Bark Lake as skills which would be well used by the youth throughout their lives and that the group orientation and concern and interest in others, would benefit the community in general. In addition to this altruism on the part of the Sponsors, they also report that Bark Lake graduates tend to stay with their organizations longer and become a valuable asset.

Most Sponsors indicated a definite intention to continue sponsoring youth, even though it meant giving up a worker for three weeks at a busy time of the year.

Sponsors appear to be doing an excellent job of selecting youth with leadership potential to send to Bark Lake. They felt that a number of leadership skills were at least "partially evident" in the youth they sponsored, and that the majority of youth increased these skills at Bark Lake. The Participants themselves felt they had gained significant leadership skills, and the impressions of the Senior Investigator of this study (who conducted the Participants' Focus Group) also confirm that these youth were talented, articulate and a pleasure to talk to. Sponsors felt that skill development was weakest regarding the youth's initiation of ideas, and working with other staff, and that they might be taught more about actual teaching techniques and ways of dealing with special-needs children.

The only concerns expressed about the Bark Lake program by the Sponsors, centered on the amount of information they received concerning the program, and the timing of the information they did receive. Currently, it appears that most information about Bark Lake is provided to the Sponsoring organizaton by the returning youth. Relatively few sponsors attend the Open House, or otherwise visit Bark Lake. Several Sponsors mentioned that they would like to receive information about Bark Lake automatically and not have to make a special request. Concern was also expressed about the timing of the Open House. Some Sponsors felt it would be better to get updated on Bark Lake's program at another, less busy, time of the year.

It should be noted that the graduates of Bark Lake are doing a major public relations job for the program, in that they are the major source of informaton about Bark Lake received by the Sponsors. By all accounts, they are performing this role admirably.

Very few negative comments were made by Sponsors about the program and there was no discernible pattern to these negative comments. They appeared to be ideosyncratic and not shared by the majority of Sponsors.

Nonsponsors (i.e. those who had either never sponsored, or had not done so in the last 5 years), tended to represent somewhat larger organizations than the Sponsors, and were more likely to represent Day Camps. Most Nonsponsors had never sponsored a youth to attend Bark Lake. Although these Nonsponsors felt well informed about the Bark Lake program, the evidence suggests that this is not so. They were unfamiliar with the selection criteria, or how sucessfully Bark Lake teaches leadership skills. They seemed to have a generally favorable attitude to Bark Lake, believing that it could assist their own program, but most felt it was inconvenient to sponsor a youth to attend. They cited timing and scheduling conflicts as the primary reasons. A few Nonsponsors also felt that their own specialized leadership training program was best geared to their needs--practically and philosophically. Some even indicated that they benefited from the program by hiring Bark Lake graduates.

By not having contact with Bark Lake graduates, however, the majority of those organizations which do not sponsor youth were missing out on a major means by which information appears to be transmitted about Bark Lake. If the program wishes to encourage more current nonsponsors to become sponsors, some measures must be taken to make these nonsponsors better informed. If this is done, some form of testimonial from both sponsors and youth would appear to be appropriate and helpful.

The Participants themselves were very enthusasitic about Bark Lake. Those in the focus group described it as a "peak experience" in their lives--one which they continue to reflect back upon and which they feel helped them develop as individuals. They enjoyed the challenges presented to them at Bark Lake, and while initially awed by the demands, they not only come to realize they could meet these demands, but came to enjoy it as well.

These findings from the focus group were clearly confirmed by the larger survey. The majority of youth felt they gained a number of skills at Bark Lake, and that the program had had an enduring impact on them and the way they deal with peers, adults and children. They felt the Resource Counsellors at Bark Lake provided the gentle guidance and support they needed to meet the challenges and they found the Resource Counsellors very helpful. While most youth felt that Bark Lake was "fun", they clearly did not see it as frivolous or "party-like". They realize it was a unique opportunity and the majority were looking forward to attending, as only positive comments had reached them through the youth grapevine.

The skills which were least developed according to the youth are ones which are life-long challenges for most people: clarifying values, dealing with conflicts and placing demands on others. Given the ages of these participants, any progress in these areas is desirable and it is a testimony to their honesty and sensitivity that they did not rate themselves as skillful in all areas examined.

Many of the youth who attended Bark Lake had had other leadership training opportunities. However, Bark Lake clearly was identified as the most successful program by these youth. The regular camping system was identified as a respectable runner-up to their experience at Bark Lake. This finding suggests that Bark Lake might clarify its uniqueness with respect to the training which goes on in regular camps, if it wishes to promote itself more widely. According to the sponsors who considered this issue, they felt Bark Lake's uniqueness lies somewhat in its excellent facilities and staff, but primarily, the main difference is on the personal orientation, leadership focus and the exposure it provides to new people and ideas.

This evaluation of the Bark Lake program focused on the impact of the leadership training from the perspective of the Sponsors and the youth who participated. Both groups agree on the benefits of the program and tend to have a similar view of what the experience was like.

The present data make it clear that the experience is valued by both the youth and the Sponsors. The Sponsors will continue sending youth, and the youth who attended are enthusiastic enough to want to return to Bark Lake.

On the basis of these results, it must be concluded that Bark Lake is successfully meeting its objectives. The youth have become aware of their leadership style and skills, and the impact of these characteristics on those they work with. The youth provided many indications (especially in the focus group) of how they have continued to apply these skills in their daily lives and the Sponsors clearly felt the youth had done a good job of transferring these skills back to the sponsoring organization.

The study did not focus on what actually occurs at Bark Lake which might account for this success, or how efficiently the program is operated. However, the results indicated that the program is clearly valuable in the eyes of the youth and sponsors, and worth further study. Two additional questions which suggest themselves are:

1. Does the program itself at Bark Lake actually account for the success perceived by the Sponsors and participants or are the youth who attend so highly selected that they would do well in any program?

2. What aspects of the program at Bark Lake account for its success?

the Applied Research Consulting House ltd.
2021 Cliff Road / Mississauga, Ontario L5A 3N7 / (416) 273-4098

BARK LAKE SURVEY: PARTICIPANTS

April/May 1982

Time Began: _____AM/PM.

INTERVIEWER: READ OUT REGULAR TYPE ONLY. DO NOT READ CAPITOL WORDS
READ WITH TEMPO AND CLARITY

AFTER YOU CONTACT THE INTERVIEWEE SAY THE FOLLOWING:

Hellow, my name is _____ from the Applied Research Consulting House. We are conducting a survey for the Ministry of Tourism and Recreation, (formerly the Ministry of Culture and Recreation), which operates the Ontario Camp Leadership Program at Bark Lake.

I understand that you attended this camp within the past 2-3 years. Is that right? [IF INTERVIEWEE SAYS "YES", PROCEED. IF THEY SAY "NO", TRY TO CLARIFY IF THEY UNDERSTAND AND/OR WHETHER NAMES HAVE BEEN CONFUSED. IF IT IS CLEAR THEY HAVE NOT ATTENDED THE CAMP, THANK THEM AND SAY GOODBYE.]

I would like to ask you a few questions about your reactions to Bark Lake. The interview will only take a few minutes of your time, and your answers will remain strictly confidential. If we come to a question you do not want to answer, let me know and we will skip over it.

ASK THE FIRST QUESTION IMMEDIATELY:

RESPONDENT I.D. |_|_|_|_|

SEX: 1=MALE/2=FEMALE _____

1. What year did you attend Bark Lake? 19__ __ __

DK/NA=09

2. How old were you at that time? ____ yrs. __ __

DK/NA=09

3. Was the type of organization which sponsored you... __

1=a Day Camp (other than Parks and Recreation)

2=an Overnight Camp

3=a School

4=a Parks and Recreation Department

5=a Community Youth Program

6=Other (specify)

9=DK/NA

3a. What was the age range of the children you were responsible for back at your sponsor's organization? from ____ yrs. to ____ yrs.

DK/NA=99 __ __

__ __

4. Who initiated the application to Bark Lake:

Did you ask someone to sponsor you=1 __

or

Did your sponsor invite you to apply=2

Other (specify)=3

DK/NA=9

5. Before going to Bark Lake had you ever worked as a camp counsellor?

Yes=1 __

No=2

DK/NA=9

6. I am now going to read off a list of specific skills which you may have actually developed at Bark Lake. As I read each one, please indicate whether you feel the Bark Lake program helped you personally to develop this particular skill:

not at all (=1) only a little (=2) to some extent (=3) a great deal (=4)

DO NOT READ CODE #

DK/NA=9

(REPEAT OPTIONS AS NECESSARY)

a. expressing my ideas to others ___
b. organizing and planning activites for others ___
c. helping others overcome conflict ___
d. accepting one's own mistakes ___
e. helping others get involved in a group ___
f. clarifying personal values ___
g. listening to others ___
h. increasing self confidence ___
i. placing the group's interest above self-interests ___
j. accepting/tolerating individual differences in others ___
k. making oral presentations ___
l. placing demands on others ___
m. developing group consensus ___

7. Are there any other skills you feel you developed at Bark Lake which were not listed above?

___ Yes=1 No=2 DK/NA=9 ___

[IF "YES", ASK:] What are they?

a. _____
b. _____
c. _____
d. _____

DK/NA=9

[NOTE: DO NOT LIST CAMPING SKILLS, E.G. CANOEING, ETC., BUT ONLY LEADERSHIP OR PERSONAL SKILLS. USE PARTICIPANT'S WORDS A.M.A.P.]

8. I am now going to read a list of terms which could be used to describe the leadership program at Bark Lake. I would like you to tell me whether each term is:

Not at all like B.L.	Only a little	Somewhat	Very much like B.L.
(=1)	(=2)	(=3)	(=4)

DO NOT READ CODE #s
DK/NA=9
[REPEAT OPTIONS AS NECESSARY]

a. exciting ___
b. useful ___
c. practical ___
d. supportive ___
e. fun ___
f. nondirective ___
g. party-like ___
h. authoritarian ___
i. too powerful to handle ___
j. unique ___
l. unnecessarily critical ___
m. confusing ___
n. intense ___

9. Are there any other terms you would use which are "very much like Bark Lake"?

Yes =1 No=2 DK/NA=9 ___

[IF "YES", ASK:] What are they?

	positive	negative
a.		
b.		
c.		
d.		
e.		

number of +s ___

number of -s ___

10. With respect to the Resource Counsellors, would you say they were

Not at all helpful (=1)	Only a little helpful (=2)	Somewhat helpful (=3)	Very helpful (=4)	

DO NOT READ CODE #s

DK/NA=9 ___

[REPEAT OPTIONS AS NECESSARY]

11. After you completed your time at Bark Lake, did the way you deal with any of the following change? Please answer "Yes" or "No" for...

	Yes=1	No=2	DK/NA=9	
peers				___
family				___
other camp staff				___
adults in general				___
others in particular (specify) _____				___

12a. Did what you learned at Bark Lake change you?

Yes=1	No=2	DK/NA=9	

___

[IF "YES" GO TO QUESTION 12b)

12b. Did these changes last

A few days (=1)	A few weeks (=2)	Several months (=3)	Until now (=4)	

___

DO NOT READ CODE #s

DK/NA=9

[REPEAT OPTIONS AS NECESSARY]

13. Are there any other opportunities you have had to develop similar kinds of leadership skills before or after you attended Bark Lake?

Yes-1 No=2 DK/NA=9 ___

[IF "NO" GO TO QUESTION 16]

[LET PARTICIPANT TELL YOU WHAT THEY WERE. READ OPTIONS AS A PROBE]

[IF "YES"]: Could you tell me what they were? Yes=1 No=2

a. regular camp ___
b. through school ___
c. through a churchgroup ___
d. through a community group (specify) _____ ___
e. from my family ___
f. other (specify) _____ ___
DK/NA=9

[IF THE PARTICIPANT INDICATED ONE OR MORE OTHER LEADERSHIP OPPORTUNITIES ASK...]

14. Of all these various opportunities you've had, which do you feel was <u>most</u> successful in teaching you leadership skills? [I.E. INCLUDING BARK LAKE]. ___

IF ANSWER IS "B.L." SCORE 1 AND GO TO QUESTION 16

IF ANSWER IS OTHER SCORE 2, AND SPECIFY ANSWER. THEN GO TO QUESTION #15.

ANSWER OTHER THAN "B.L." _____

15. What was the <u>second most</u> successful opportunity? ___

IF ANSWER IS "B.L." SCORE 1 AND GO TO QUESTION 16

IF ANSWER IS OTHER SCORE 2, AND SPECIFY ANSWER. THEN GO TO QUESTION 16]

ANSWER OTHER THAN "B.L." _____

16. Have you ever used your Bark Lake Evaluation Form when you applied for a job?

Yes=1 No=2 DK/NA=9 ___

17. [IF "YES"]: Do you think it helped?

Yes=1 No=2 DK/NA=9 ___

18. When you returned from Bark Lake did your sponsor ever discuss with you your experiences and the effect they had on you?

Yes=1 No=2 DK/NA=9 ___

19. Are there any other comments you would like to make about your experiences at Bark Lake and their impact on you?

I would just like to mention that someone from our office may call you again in the next few days to verify our contact.

Thank you very much for your cooperation.

TERMINATE Name: _____

TIME END _____ Phone: _____

the Applied Research Consulting House ltd.
2021 Cliff Road / Mississauga, Ontario L5A 3N7 / (416) 273-4098

BARK LAKE SURVEY: SPONSORS AND NON SPONSORS

April/May 1982

Time Began: _____AM/PM.

INTERVIEWER: READ OUT REGULAR TYPE ONLY. DO NOT READ CAPITOL WORDS
READ WITH TEMPO AND CLARITY

AFTER YOU CONTACT THE SPONSOR SAY THE FOLLOWING:

Hellow, my name is _____ from the Applied Research Consulting House. I believe you recently received a letter about a study we are conducting concerning the Ontario Camp Leadership Program at Bark Lake, for the Ministry of Tourism and Recreation.

I would like to ask you a few questions about your organization's reactions to Bark Lake. The interview will only take a few minutes and your answers will remain strictly confidential. If we come to a question you do not want to answer, let me know and we will skip over it.

ASK FIRST QUESTION IMMEDIATELY.

RESPONDENT I.D. 3 | | | |
SEX: 1=MALE/2=FEMALE ____

1. Is the type of organization you represent... ___
1=a Day Camp (other than Parks and Recreation)
2=an Overnight Camp
3=a School
4=a Parks and Recreation Department
5=a Community Youth Program
6=Other (specify) _____
9=DK/NA

2. What is the total number of staff in the youth component of your organization? (During summer only). ___

3. What is the age range of children in the youth component of your organization? ___
from __ __ to __ __ ___

4. Have you sponsored any participants in the program within the last five years? (Since 1977).
Yes=1 No=2 DK/NA=9 ___
[IF "NO" GO TO QUESTION 34]

5. What year did you last sponsor someone to attend the Leadership Program at Bark Lake? ___
19___ DK/NA=9

6. I am going to read out some possible reasons why you might have sponsored someone to attend Bark Lake. As I read each reason, tell me whether this reason is:

Totally Unimportant	Unimportant	Somewhat Important	Very Important
(=1)	(=2)	(=3)	(4)

DO NOT READ CODE #s
9=DK/NA (REPEAT OPTIONS AS NECESSARY)

What are the main reasons you would sponsor someone to attend Bark Lake?

Is it: a. to build on the youth's already evident leadership skills ___

b. to get them out of your hair ___

c. as a reward for being a good worker ___

d. to keep talented youth within our organization ___

e. to provide leadership training to a youth who has little leadership skills ___

f. to build good community citizens ___

7. Are there any other reasons you have for sponsoring youth to attend Bark Lake that have not yet been mentioned?

Yes=1 No=2 DK/NA=9 ___

[IF "YES" ASK:] What are they?

a. _____

b. _____

c. _____

d. _____

8. Does your organization have a leadership training program of its own?

Yes=1 No=2 DK/NA=9 ___

[IF "YES" ASK:] What does Bark Lake offer over and above your program? How is it different?

_____

_____

_____

9. Would you like to be able to send a larger number of young people to Bark Lake each year?

Yes=1 No=2 DK/NA=9 ___

10. INTRODUCTION:

The next two questions have to do with any changes in leadership skills which might have ocurred as a result of the youth's experiences at Bark Lake. I'm going to ask you to relate certain skills both before and after the youth went to Bark Lake.

I will now read out a number of leadership skills. I would like you to tell me how you would rate the average youth you sponsor in terms of their skill level before they went to Bark Lake. Indicate if you feel the average youth had the skill to a

Marked Degree (=4)	or was it only	Partially Evident (=3)	or	Meagre (=2)	or	Totally Absent (=1)

DO NOT READ CODE #s
REPEAT OPTIONS AS NECESSARY
DK/NA=9

a. ability to initiate ideas ___
b. ability to accept responsibility ___
c. ability to face tasks with enthusiasm ___
d. ability to make decisions with some degree of maturity ___
e. ability to understand and work with peers ___
f. ability to understand and work with other staff ___

11. Now I'm going to read the same list and ask you to tell me how you would rate the <u>average youth after they return</u> from Bark Lake. Indicate if you feel the average youth had the skill to a

Marked Degree (=4)	or was it only	Partially Evident (=3)	or	Meagre (=2)	or	Totally Absent (=1)	
DO NOT READ CODE #s				DK/NA=9			
REPEAT OPTIONS AS NECESSARY							
a. ability to inititate ideas							___
b. ability to accept responsibility							___
c. ability to face tasks with enthusiasm							___
d. ability to make decisions with some degree of maturity							___
e. ability to understand and work with peers							___
f. ability to understand and work with other staff							___

12. Are there leadership skills other than those listed above that you feel Bark Lake provided for the youths you sponsored?

Yes=1 No=2 DK/NA=9 ___

[IF "YES"]: What are they?

_____

_____

_____

13. Are there other leadership skills which Bark Lake does <u>not</u> provide, but you feel should be taught?

Yes=1 No=2 DK/NA=9 ___

[IF "YES"]: What are they?

_____

_____

_____

14. How well do the sponsored youth apply the skills they learn at Bark Lake when they return to your organization? Are they applied

Very Poorly	Poorly	Well	Very Well	
(=1)	(=2)	(=3)	(=4)	___

DO NOT READ CODE #s
DN/NA=9

15. How important to your organization is it that the sponsored youth apply their new developed skills in your setting? Is it?

Not at all Important	Slightly Important	Somewhat Important	Very Important	
(=1)	(=2)	(=3)	(=4)	___

DO NOT READ CODE #s
DK/NA=9

16. Do you feel the experience at Bark Lake has influenced the sponsored youth to remain with your organization for a longer period of time than would otherwise have been the case?

Yes=1 No=2 DK/NA=9 ___

17. Do you feel that the length of the leadership program at Bark Lake (3 weeks) is

Too Long	Just Right	Too Short	
(=1)	(=2)	(=3)	___

DO NOT READ CODE #s
DK/NA=9

18. How well informed do you feel about the leadership program at Bark Lake?

Not at all well informed (=1)	Only Somewhat Informed (=2)	Moderately well informed (=3)	Very well Informed (=4)	___

DO NOT READ CODE #s
DK/NA=9

19. Does someone from your organization generally attend the information service or open house held at Bark Lake each year?

Yes=1 No=2 DK/NA=9 ___

20. When the youth you sponsored return from Bark Lake does someone from your organization routinely discuss with them their experience and its impact on them?

Yes=1 No=2 DK/NA=9 ___

21. Has anyone from your organization formally requested information about Bark Lake? (from the Program/Ministry).

Yes=1 No=2 DK/NA=9 ___

22. I am now going to read a list of terms which could be used to describe the leadership program at Bark Lake. I would like you to tell me whether each term is:

Not at all like B.L.	Only a little	Somewhat	Very much like B.L.
(=1)	(=2)	(=3)	(=4)

DO NOT READ CODE #s
DK/NA=9

a. exciting ___
b. useful ___
c. practical ___
d. supportive ___
e. fun ___
f. nondirective ___
g. authoritarian ___
h party-like ___
i. too powerful to handle ___
j. unique ___
k. unnecessarily critical ___
l. confusing ___
m. intense ___

23. Are there any other terms you would use which are "very much like Bark Lake"?

Yes =1 No=2 DK/NA=9 ___

[IF "YES", ASK:] What are they?

	positive	negative
a.		
b.		
c.		
d.		
e.		

number of +s ___

number of -s ___

24. Do you feel your organization is well informed about the Bark Lake Leadership Program?

Yes=1 No=2 DK/NA=9 ___

25. How useful does your organization find the Leadership Assessment feedback forms on each participant?

Basically Useless (=1)	Mostly Useless (=2)	Mostly Useful (=3)	Very Useful (=4)

DO NOT READ CODE #s'
DK/NA=9 ___

26. Are the participants' evaluation forms fed back to you quickly enough?

Yes=1 No=2 DK/NA=9 ___

27. Will you continue to sponsor youth from your organization to attend Bark Lake?

Definitely Not (=1)	Probably Not (=2)	Probably Yes (=3)	Definitely Yes (=4)

DO NOT READ CODE #s
DK/NA=9 ___

28. Do you feel the Bark Lake program is worth the effort and costs for self development of the youth who attend?

Definitely Not (=1)	Probably Not (=2)	Probably Yes (=3)	Definitely Yes (=4)

DO NOT READ CODE #s
DK/NA=9 ___

29. Do you feel the Bark Lake program is worth the effort and costs in terms of returns to your organization?

Definitely Not (=1)	Probably Not (=2)	Probably Yes (=3)	Definitely Yes (=4)

DO NOT READ CODE #s ___

DK/NA=9

30. Do you feel the Bark Lake program is worth the effort and costs in terms of its general contribution to the community?

Definitely Not (=1)	Probably Not (=2)	Probably Yes (=3)	Definitely Yes (=4)

DO NOT READ CODE #s ___

DK/NA=9

31. Are there any other comments you would like to make about the program?

_____

_____

_____

S K I P T O C L O S I N G

32. Has your organization <u>ever</u> sponsored a youth to attend Bark Lake?

Yes=1 No=2 DK/NA=9 ___

33. I would like to ask you about some specific reasons why you are not sponsoring anyone to Bark Lake. Please let me know if any of these reasons apply to your organization.

Yes=1 No=2 DK/NA=9

a. Are you aware of what the program is about ___
b. Do you operate your own leadership program ___
c. Do you feel such program could assist your organization ___
d. Do you feel a co-ed program is inappropriate ___
e. Do you feel the selection criteria are too rigid/selective ___
f. Do you feel it would be worth while to free up a counsellor to send to the program ___
g. Do you feel the program does a good job of teaching leadership skills ___
h. Have you heard any comments about the program that put you off ___

[IF "YES"]: What are they?

_____

_____

i. Other (specify) _____

_____

CLOSING:

I would just like to mention that someone from our office may call on you again in the next few days to verify our contact.

Thank you very much for your cooperation.

TERMINATE. Name: _____

TIME END _____ Phone: _____